



## **Information Technology Redesign Implementation Plan October 10, 2011**

In support of Senate File 2088 and now Chapter 8A.201 of the Code of Iowa, we are providing you with an outline of the implementation approach for Information Technology consolidation.

State agencies have tremendous expertise in all technical areas that will be leveraged to create a single technical support structure. Information Technology (IT) in government has evolved into many silos of excellence throughout the state. Our vision is to combine, re-architect and focus this excellence into one seamless IT model that leverages shared resources to serve government and citizens alike.

The mission is to provide unified, comprehensive, value driven IT services to Iowans with the goal of increasing the efficiency and value of these services by controlling costs and assisting state government in reducing expenditures by a targeted minimum of 15%. Essential to the achievement of this goal is a long-term commitment from the State of Iowa leadership for the implementation and outcomes.

The scope of action encompasses human resource planning, financial accountability, project management, performance metrics, vendor management, customer engagement, IT governance and transforming state technology roles.

The plan includes developing the workforce, partners and agency relationships to transform the current IT service structure into a seamless process driven IT culture of frugality, efficiency and effectiveness. The process will involve refining requirements, collaborating with security professionals, developing the workforce, financial budget planning, procurement management, advanced project planning, transparency and reviewing the suite of technology solutions across Executive Branch agencies and provide a centrally managed support structure to deliver IT solutions.

The desired outcomes are a safe, secure, accessible and proactive IT service provisioning that enables seamless transparent operations between agencies while allowing businesses and citizens alike the opportunity to be engaged in their governance.

Planning is essential in moving Iowa forward together. This strategic direction provides the initial roadmap to create the departmental operational and tactical plans that will achieve strategic outcomes.

## **Types of IT Consolidated Services**

The merging of government IT services and infrastructure while managing and resourcing the large portfolio of agency IT services includes:

- Information technology services, such as:
  - Mobile application strategy and tools
  - Licensing portal
  - Web portal
  - Service oriented architecture “bus” to seamlessly share data
  - Application authentication and authorization services
  - Data transparency systems
  - ERP systems (finance, budget, payroll)
  - Grant management systems
- Infrastructure services, such as:
  - Data Centers/Server Farms
  - Servers
  - Mainframes
  - Storage systems
  - Networks
  - Collaboration solutions such as email, directory services, unified communications, imaging systems
  - IT Help Desks
  - Cyber security functions and solutions
  - Digital printing and printing procurement services
  - Data warehouses, databases
  - Disaster recovery technology and services

## **Principles to Guide Our Collaborative Efforts**

- *Effective and efficient customer-based operations and services:* optimize core service delivery, facilitate and simplify access to government, improve efficiencies that support green technology, while reducing costs.
- *Performance management, accountability and public value:* Ensure public value by aligning state policies, citizen services and agency business requirements, ensure accountability and promote high performance service delivery through best-practice performance management.
- *Privacy, transparency, security and public trust:* Ensure public trust by providing optimal levels of security, open government, citizen privacy, disaster avoidance and mitigation.

- *Well-supported and engaged workforce*: Develop and maintain a high-performance workforce and workplace capable of supporting current service needs and meeting future requirements.
- *Agile management and infrastructure*: Adopt fundamental process, service delivery and infrastructure changes as they are needed.
- *Shared solutions, standards and flexible, open boundaries*: Require the sharing of solutions, services and infrastructure within the enterprise, other levels of government and the private sector, whenever possible while moving toward compatible shared standards.
- *Maturation and modernization solutions*: Ensure sustained modernization of a comprehensive range of solutions and technologies with the capability to connect tiers of government, the public and private industry while improving performance and customer service.
- *IT innovation and transformation*: Develop an expectation, culture and capacity for innovation and transformation of government. Shift from a role of supporting and enabling IT in service and business processes to a driving role, providing leadership and serving as a catalyst in business process and organizational change. Leverage the state's IT organization for economic growth and diversification. Align the organization for success in information management and smart computing awareness, analytics and related solutions.

### **Enterprise IT Consolidation Strategies**

1. Provide seamless, secure, reliable, and customer focused services to state agencies, other government partners, businesses and citizens by restructuring the means in how we support and deliver IT solutions for increased efficiency and improved value.
2. Increase the State's web presence in expanding access to government services with additional online services and implementing a common social network solution.
3. Improve data integration of government information systems to increase citizen access to e-services and cross agency data sharing.
4. Provide efficiencies by consolidating and centralizing the supports of infrastructure services and reduce the duplication in hardware, software and the multiple networks and data security systems, while preserving the public trust.
5. Strengthen information and data security through statewide solutions and enterprise standards development and enforcement.

## **Implementation Phases**

Based on the guiding principles and strategies, the following is a summary of the phases in support of agency specific implementation plans.

### *Business Alignment – Communication*

- Proactively engage with agencies to gain an understanding of their mission, how technology is used today in support of that mission and how IT can further support the business goals of the agency.

### *Inventory – Discovery and Requirements Gathering*

- Current IT assets (applications, hardware, software, personnel)
  - User base (who, where located and what access is needed)
- Vendor contracts
- Information processing work flows as needed
- Federal, state and other requirements, including OMB Circular A-87
- Performance requirements and service levels

### *Financial and Staff Resource Plans*

- Current costs and IT budgets
- Sources of funds; cost allocation plan reviews; state and federal compliance; cost recovery items
- Fee for service cost comparisons
- Current and future IT spend plans
- IT Procurement processes
- Agency IT staff resource plan
- Agency specific IT budget

### *Technical Assessments*

- Health check – comparison of agency IT to existing security standards, operational policies and industry best practices
  - Analysis and summary of current inventory and opportunities for savings
  - Results and Recommendations
  - Risk factors
  - Estimated hosting costs
- Design and Planning
  - Comprehensive and formal project management process based scheduling of tasks and milestones
  - Definition of pilot testing
  - Documentation of agreed upon end state configuration
  - Presentation of expected impacts and changes to service levels

### *Measurements*

- Completion of service level agreement and presentation of metrics
- Performance report development to meet agency needs
- Detailed analysis and remediation – problem resolution and escalation
- Manage customer relations

### *Migrations*

- Project management intake, oversight and reporting
- Physical relocation of agency assets
- Consolidation and migration to shared services where appropriate
- Configuration standardization
- Implementation of enterprise standards
- License management and true-ups
- Asset management
- Changes and enhancements to network connectivity as designed

### *Ongoing Supports*

- Upgrades and maintenance
- Ongoing alignment with business needs
- Monthly financial reviews
- Customer engagement supports

### *Ongoing Checkpoints*

With a goal to further define and collectively align with the state's enterprise architecture design and the state's security and operational standards to:

- ✓ meet agency business needs
- ✓ support standardization
- ✓ provide the ability to manage resources efficiently
- ✓ eliminate duplication
- ✓ meet agency disaster recovery requirements
- ✓ ensure privacy and security measures are met
- ✓ provide cost savings to the state as a whole.

### **Summary**

Agencies are concerned about the cost and quality of services provided through a consolidated model. Consolidation does result in a direct loss of control in managing IT infrastructure resources. Will that make services less responsive to agency business needs? To address these concerns, we must make a shared commitment to the success of delivering IT services and supports even knowing that will result in change over time in what products are used and taking advantage of our a shared resource pool to deliver high quality and reliable services.

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